

ORDER

DOT 1910.4A



CONTINUITY OF OPERATIONS PLAN

OFFICE OF THE SECRETARY

(SHORT TITLE: OSTCOOP)

**DEPARTMENT OF TRANSPORTATION, OFFICE OF THE SECRETARY
Washington, D.C. 20590**

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Department of Transportation
Office of the Secretary
Washington, D.C.

ORDER

DOT 1910.4A

8-31-79

SUBJECT: CONTINUITY OF OPERATIONS PLAN OF THE OFFICE OF THE SECRETARY (OST)

1. PURPOSE. This order transmits the plan of the Office of the Secretary (OST) for continuity of operations under conditions of national defense emergency.
2. CANCELLATION. DOT 1910.4, of 12-11-73, Continuity of Operations Plan of the Office of the Secretary (OSTCOOP).
3. REFERENCES.
 - a. Defense Production Act of 1950, as amended, which provides the basis for Federal agency action in defense emergencies.
 - b. PL 89-670 (10-15-66), the Department of Transportation Act, which establishes the DOT and charges the Secretary with leadership under the President in transportation matters including those affecting the national defense and those involving national or regional emergencies.
 - c. Executive Order 11490 (10-30-69), as amended, Assigning Emergency Preparedness Functions to Federal Departments and Agencies.
 - d. The National Plan for Emergency Preparedness, Office of Emergency Preparedness (OEP), 1964, as amended. (This office is now the Federal Emergency Management Agency (FEMA)).
 - e. Circulars, FEMA-series, (formerly OEP Circulars) which provide guidance to all agencies for continuity of government planning.
 - f. Order DOT 1910.2B (11-10-76), as revised, Department of Transportation Continuity of Operations Plan (DOTCOOP), which presents basic policy and guidance for development of continuity of operations plans for OST and the operating elements.
 - g. DOT 1100.60, Department of Transportation Organization Manual, of 3-7-79, which provides basic organization of all elements.
 - h. Pamphlet DOT P 1945.1A (6-1-74), Glossary of Terms and Abbreviations for use in Transportation Preparedness Planning.

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- i. Pamphlet DOT P 1915.4B, Cadre Listings for Continuity of Operations Plan, Office of the Secretary (OSTCOOP).
 - j. Pamphlet DOT P 1915.6, Stand-by Operations Plans for Department of Transportation Executive Teams A, B and C, 9-1-76.
4. BACKGROUND. References require the development of and provide a basis for continuity of operations plans which will insure the viability of government agencies and enable them to continue operations for which they are responsible under conditions of the national defense emergency. All DOT operating elements have such plans as component parts of DOTCOOP (reference 3f). OST as a major element, and as headquarters of the Department, must have a corresponding continuity of operations plan to enable it to meet its responsibility of exercising executive management of the national transportation resource and to continue essential uninterrupted functions of the Department under the conditions posed.
5. FORMAT. OSTCOOP consists of six sections and appropriate attachments as follows:
- a. Section 1 - General Information, which provides the purpose of the plan, the situation, emergency organization and the concept of operations.
 - b. Section 2 - Execution, which states the general continuity missions of OST, tasks for component elements, and common coordinating instructions.
 - c. Section 3 - Cadre Listings, which provides detailed instructions on organization of Cadres by increased readiness condition, by relocation point, source of positions, numbers, and emergency positions in the deployed headquarters.
 - d. Section 4 - Emergency Actions, which describes escalating conditions of readiness and warning and the actions to be taken in each case.
 - e. Section 5 - Administration and Logistics, which provides necessary support for execution of the Plan.
 - f. Section 6 - Communication and Management, which provides necessary instructions for management and control of the OST in deployment under the Plan.
 - g. Attachments. Included as required to support the Plan.
 - h. This Order constitutes Chapter 2 of Part III of Order DOT 1910.2C, Department of Transportation Continuity of Operations Plan.

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6. IMPLEMENTATION. This Order is effective upon publication for preparation of subordinate office plans and for training. It will be implemented upon direction of the Secretary.

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SECTION I - GENERAL INFORMATION

1. PURPOSE. This Plan provides guidance and direction to elements and members of OST for accomplishment of continuity of operations under conditions of national defense emergency.
2. SITUATION. Conditions of national defense emergency may require DOT to operate under severe and austere arrangements from deployed alternate headquarters at secure locations. See DOT 1910.2C, Chapter 4, Part I.
3. EMERGENCY ORGANIZATION.
 - a. General. OST is organized for emergency operations as shown on Page 1, Par. 3g and in accordance with Attachments 1, 2 and 3 hereto.
 - b. Continuity of Operations.
 - (1) To reduce vulnerability and to assure viability, provision is made for emergency governmental authority and executive management capability at regular headquarters and at two other locations. Emergency responsibilities and organization for performance are grouped under three categories (Federal Preparedness Circular 11 (FPC-11), formerly OEP Circular 9100.2, 4-12-72):
 - (a) Category A includes those elements with emergency responsibilities and essential functions that are of such a nature that they must continue during the immediate pre-attack, transattack and immediate postattack periods.
 - (b) Category B includes those agencies with responsibilities and functions to be accomplished during the postattack reconstitution period or as soon as conditions permit, unless otherwise directed by appropriate authority.
 - (c) Category C includes those organizations having responsibilities that are of such a nature that reconstitution of these organizations may be deferred until directed by appropriate authority.
 - (2) OST is designated a Category A element.
4. CONCEPT.
 - a. In order to meet the requirements of Page 1, Par. 3e, OST will prepare to execute national level uninterrupted essential transportation

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functions, including emergency executive management of the civil transportation resource of the United States, from any one of three geographic locations. Departmental Headquarters (400 7th Street, S.W., Washington, D.C.) will be the primary emergency operating facility (PEOF) - identified hereafter as Site A. A designated consolidated emergency operating facility outside the Washington, D.C. area will be the first alternate emergency operating facility (FAEOF) identified as Site B. A Departmental alternate headquarters at another location outside the Washington area will be the second alternate emergency operating facility (SAEOF) - identified as Site C. This Plan (OSTCOOP) is a deployment plan designed to move Departmental personnel to these facilities to the extent required by directed austere staffing, in such a manner as to enable them to preserve their viability and to execute essential functions.

- b. As a Category A element OST will provide staffing of Executive Teams in alternate headquarters at all Emergency Operating Facilities (EOFs) capable of conducting uninterrupted functions as required. These staffs will include persons from other Category A elements.
- c. To accomplish these objectives under the conditions cited in paragraph 3b(1)(a) the Plan contemplates the establishment within OST of cadres grouped in Executive Teams which can effectively execute Departmental functions required at each site. Receipt of an alert notice, of a warning condition of imminent attack, of advice of an actual attack upon the United States, or of a direct order from the Secretary may trigger deployment of the Teams.
- d. Cadres of the Executive Teams will move on direction only to emergency billet assignments in each alternate facility prepared to execute assigned functions and/or reconstitute the several elements.
- e. Provisions will be made in each alternate facility for the presence of the Secretary. At least one person in line-of-succession to the Secretary will be included in each Executive Team for each location, as appropriate.
- f. For operational Plans for each Executive Team see Pamphlet DOT P 1915.6, Stand-by Operation Plans for DOT Executive Teams A, B and C for Defense Emergency, DOT/OST, Washington, D.C., (Ref 3j).

- g. For the Office of the Secretary, in the absence of the Secretary, Secretarial Officers-in-Charge of activities at the respective sites will be:
- (1) Site A - Assistant Secretary for Budget and Programs.
 - (2) Site B - Assistant Secretary for Policy and International Affairs.
 - (3) Site C - The Deputy Secretary.

SECTION 2 - EXECUTION

1. GENERAL. OST will deploy to selected alternate headquarters prepared to execute essential uninterruptible transportation functions and/or reconstitute as directed. The respective elements of these offices shall be prepared to perform the following functions from any of their respective sites. Specific emergency actions for the Secretary, Deputy Secretary, Deputy Under Secretary, General Counsel and Assistant Secretaries are contained in the Manual of Emergency Action Documents (RED BOOK). Emergency actions for Office Directors are outlined in Section 4 of this Order. Deployment to alternate headquarters will be as described in Page 10, Section 3 and DOT P 1915.4C, Emergency Cadre Listings for Departmental and Alternate Headquarters.
2. OFFICE OF THE SECRETARY.
 - a. As directed by the Secretary, undertakes mobilization of the Department, in accordance with directives of the President, and the increasing scale and escalation of emergency conditions as defined in Pages 12-20, Section 4, Emergency Readiness Activities and Deployment.
 - b. Prepares to implement emergency operating plans and programs of the Department for the executive management of the national civil transportation resource.
 - c. Suspends and/or de-emphasizes Departmental programs determined to be non-essential (within Executive Orders of the President or statutory limitations) under the then existing emergency.
 - d. Prepares recommendations to the Secretary for providing advice and assistance to the President on matters affecting the emergency management of the nation's civil transportation resource.
 - e. Continues management of the essential uninterruptible on-going functions of the Department.
 - f. As directed by the President, assumes executive management of the nation's civil transportation resource.
 - g. Establishes necessary national and regional headquarters and offices of the Department of Transportation Emergency Organization (DOT EO) to conduct emergency activities.

3. IMMEDIATE OFFICE OF THE SECRETARY.

a. The Secretary:

- (1) Directs the deployment of OST and the operating elements to alternate headquarters in accordance with paragraphs 1-3, pages 10 and 11, Section 3 and Pamphlet DOT P 1915.4C, "Cadre Listings," and prepares to execute continuity of government and emergency transportation resource management plans.
- (2) Suspends unnecessary programs in accordance with Presidential guidance.
- (3) Responds as required to the Directions of the President.

b. The Deputy Secretary:

- (1) Prepares to transfer control of the DOT to Site C on order, or when circumstances require.
- (2) Assumes direction of the Department at Site C in the absence of the Secretary, or in the event the Secretary so directs, or when the Secretary relocates as a Presidential successor or as ordered by the President.

c. Deputy Under Secretary:

Assists the senior Departmental officer at the alternate facility as directed.

d. Director, Executive Secretariat:

- (1) Provides support to the Acting Secretary (Assistant Secretary for Budget and Programs) when that official establishes the Washington operating facility during deployment.
- (2) Provides Executive Secretariat assistance to senior official of the Department at each site.
- (3) Provides for delegation of authority to Acting Executive Secretary at each site so that policies and procedures of the Secretary and historical records of operation are executed and preserved.

e. Chairman, Contract Appeals Board:

- (1) Closes or defers action on outstanding cases until emergency transattack and postattack conditions subside. Prepares to continue activities as required.
- (2) Provides emergency personnel support to other elements of OST, to DOT EO, and to the operating and support agencies.

f. Director, Office of Civil Rights, OST:

- (1) Continues execution of currently assigned missions as cited in Page 1, paragraph 3g.
- (2) Provides emergency personnel support to other elements of OST, to DOT EO, and to the transportation agencies.

4. THE GENERAL COUNSEL.

- a. Prepares to assume direction of the normal and emergency functions of the Department in line of succession.
- b. Provides emergency legal personnel support to other elements of OST, to DOT EO, and the transportation agencies.
- c. Continues to provide legal advice to the Secretary, OST and transportation agencies.
- d. Prepares to assume functions under Department of Transportation emergency resource management plans.

5. THE ASSISTANT SECRETARY FOR POLICY AND INTERNATIONAL AFFAIRS.

- a. Prepares to assume direction of the normal and emergency functions of the Department in line of succession.
- b. In the absence of the Secretary assumes control of the Department as Acting Secretary at Site B.

- c. Prepares to continue functions in system requirements and information, international transportation policy and programs, international cooperation, and public and consumer affairs.
- d. Prepares to curtail activities in policy review and policy and plans development.
- e. Provides emergency personnel support to other elements of OST, to DOT EO, and to the transportation agencies.
- f. Continues other assigned functions as shown in page 1, par. 3g.

6. THE ASSISTANT SECRETARY FOR BUDGET AND PROGRAMS.

- a. Prepares to assume direction of the normal and emergency functions of the Department in line of succession.
- b. Provides emergency personnel support to other elements of OST, to DOT EO, and to the transportation agencies.
- c. Provides budget and program evaluation support to Executive Teams and DOT EO including necessary actions.
- d. Advises and represents to Secretary, Deputy Secretary on matters affecting Departmental program and budget management.

7. THE ASSISTANT SECRETARY FOR ADMINISTRATION,

- a. Prepares to assume direction of the normal and emergency functions of the Department in line of succession.
- b. Provides emergency personnel support to other elements of OST, to DOT EO, and the transportation agencies.
- c. Prepares to continue functions in continuity of operations for resuming normal operations by:
 - (1) reviewing current projects and responsibilities and determining when and if efforts can or should be resumed,
 - (2) recommending to the Secretary a time-phased plan, listing functions and projects in order of priority for resuming normal operations, and
 - (3) developing procedures for restructuring the staff.

d. Curtails operations in:

(1) Office of Personnel and Training

Executive Personnel Training
Training and Personnel Management
Manpower Planning
Evaluation of Personnel Management and Training
Pay Structures
Managerial and Executive Training
Personnel Legislation

(2) Office of Management Planning, Office of Automated Systems
Policy and Office of Financial Systems

All functions other than minimum essential support until D+90 days.

(3) Office of Installations and Logistics

Procurement Policy
Property Management
Grants Management

(4) Office of Audits

All functions until D+90 days.

e. Continues all other functions in areas in 7 a - c above.

f. Provides administrative and logistical support on a minimum essential basis to OST and DOT EO, at all alternate headquarters.

8. THE ASSISTANT SECRETARY FOR GOVERNMENTAL AND PUBLIC AFFAIRS.

- a. Prepares to assume direction of the normal and emergency functions of the Department in line of succession.
- b. Provides emergency personnel support to other elements of OST, to DOT EO, and to the transportation agencies.
- c. Prepares to continue functions in continuity of operations for resuming normal operations.
- d. Emphasizes operations in Congressional and Intergovernmental Affairs.

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9. COORDINATING INSTRUCTIONS. (Applicable to all.)

- a. Predelegation of Emergency Authority will be prepared for issue and kept current.
- b. Emergency Action Steps, based on Section 4, pages 12-18, paragraphs 2 a-d will be developed and kept current.
- c. Alternate facilities Administrative Procedures (Attachment 4, pages 1-8, paragraphs 1-17 hereto).
- d. Lines of Succession. (Section 6, page 22, paragraphs 1-3 of this Order and Attachment 9, pages 1-8 hereto.)

SECTION 3 - CADRE FUNCTIONS AND LISTINGS

1. GENERAL. The organization of OST for deployment to alternate headquarters is based upon the provisions of Paragraph 128, Chapter 3, Part II of DOTCOOP. (DOT 1910.2B as revised.)
2. FUNCTIONS. The functions shown below will be assigned to each group in succession. The groupings have been identified as cadres.

<u>Designation</u>	<u>Functions of Cadre</u>	<u>Description of Cadre</u>
"Cadre A" (moves on order at Communications Watch)	Performs an administrative inspection of alternate facilities, equipment, supplies, and essential prepositioned records. Reports on the currency of essential records and makes preliminary arrangements for the activation of the facilities.	Normally not in excess of 5 personnel from each office for each alternate headquarters location (exclusive of communication specialists). (There is no Cadre A for Executive Team B since the Departmental Representative at Site B serves this purpose).
<u>Restrictions:</u> Activity should appear to be a routine inspection and accomplished without public attention.		
"Cadre B" (Moves on order at Initial Alert)	Prepares to activate alternate headquarters; conducts such emergency activities as feasible under the direction of the Washington headquarters. "B" Cadres are expected to provide some, but not a significant, operational capability.	Minimum size, generally not in excess of one-quarter of the Executive Complement for each site, (exclusive of communications specialists). Should include persons in line of succession and supporting personnel to set up basic operations and provide minimum security. (Executive Team A is complete when Cadre B deploys.)
<u>Restrictions:</u> Actions affecting the public must be compatible with the Presidential policy on disclosure.		

<u>Designation</u>	<u>Functions of Cadre</u>	<u>Description of Cadre</u>
"Cadre C" (Moves on order at Advanced Alert)	Conducts such emergency functions and activities as directed. When joined to Cadres A and B provides a balanced Executive Team capable of performing essential un- interruptible functions and reconstitution actions.	Emergency personnel as required. This group contains personnel needed to man the respective alternate headquarters in addition to Cadres A and B.
"Cadre D" (Moves on order only)	Performs regular assign- ments at permanent duty station until called for- ward to alternate head- quarters in accordance with the emergency plans. Called forward individual- ly.	This cadre is drawn from the Executive Reserve and permanent employees not required at permanent head- quarters or at home until called forward.

3. CADRE LISTINGS. Detailed Cadre Listings are published separately in Pamphlet DOT P 1915.4C. This publication, which should be filed with this Plan, includes listings for each alternate headquarters and contains a supplement of individual name listings to match.

The pamphlet is published annually as a convenience to holders. The Director of Emergency Transportation, Research and Special Programs Administration (RSPA) is responsible for publication. All holders are requested to file changes with Director of Emergency Transportation as they occur during the year.

The Director of Emergency Transportation will use the current issue with changes thereto as the basis for advice of cadre composition and names to the Director of Investigations and Security (OST), for the issuance of necessary passes; and to the Departmental Relocation Officer and the Chief, Western Virginia Operations Office, Federal Preparedness Agency, General Services Administration for access to their facilities.

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SECTION 4 - EMERGENCY READINESS ACTIONS AND DEPLOYMENT

1. GENERAL. Emergency readiness actions are undertaken, on order, for given readiness conditions, or automatically under warning conditions. (See DOTCOOP, Chapter 3, Part II.)
2. ALERT CONDITIONS.
 - a. Defense Readiness Conditions (DEFCONS). DEFCONS are levels of military readiness declared by, and for, the military services. They are transmitted to DOT and to those elements of the DOT having military or military support missions; they are not applicable to other elements of the Department. DEFCONS are numbered from five (5) to one (1) in increasing order of required readiness. DEFCON 5 is the usual day-to-day condition. DEFCONS are always transmitted as classified information. They may be retransmitted to those elements and individuals having a "need-to-know" by classified secure means only.
 - b. Civil Preparedness Response. Readiness levels of civil agencies of government differ from the military DEFCONS, are independent of them, and have no direct relationship to them. Notification of civil readiness levels will be made usually in unclassified communications. They may be classified. The fastest means of dissemination will be employed. The readiness posture will be tailored to a particular emergency situation. Supplementary directed actions to be taken are provided for as part of, or following, the official notification.
 - c. Readiness Levels and Actions. The following readiness levels are established for civil agency actions as indicated:
 - (1) Communication Watch. This is the normal posture of the Office of the Secretary. When this notice is received a capability to send and receive voice and record communications on a 24-hour-a-day basis will be established in all elements in which such capability is not available. Must be executed without public disclosure. Actions to be executed may include:

ACTIONOFFICIAL(S)

- (a) Secretarial Officers will be notified and given necessary instructions.

The Secretary or Director of Emergency Transportation

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<u>ACTION</u>	<u>OFFICIAL(S)</u>
(b) Alerting schedule to include Cadres A and B will be executed. Movement will be only on order.	Secretarial Officers, Emergency Coordinators or Emergency Planning Officers.
(c) Readiness of all National EOF to receive initial cadre will be assured. Check of files, equipment, supplies, and communications will be made. One or two for each Site may be scheduled for the Office of the Assistant Secretary for Administration and one for each other secretarial office to move only on direction.	Emergency Coordinator or Emergency Planning Officer. Senior person at each site.
(d) Review of all measures needed for increased readiness or warning conditions will be undertaken.	Secretarial Officers, Emergency Coordinators or Emergency Planning Officers.
(e) Final assessment of essential functions and agency capability to execute will be determined.	Each Secretarial Officer.
(f) Review will be made of existing directives and effect of predelegation made to the field.	Secretarial Officers.
(g) Cadre A will be dispatched to all alternate headquarters when authorized to move only.	Secretarial Officers, Emergency Coordinators or Emergency Planning Officers.
(h) 24-hour communications watch will be set in all offices.	Flag Plot, USCG. Duty Officer, FAA and Secretarial Officers.

<u>ACTION</u>	<u>OFFICIAL(S)</u>
(i) Situation briefing will be given to all key personnel.	Senior Officer in each echelon.
(j) Review, updating, correction of all essential records, documents, and files at all sites will be made.	Emergency Coordinators and Resident Representatives at each Site.
(k) Office readiness to execute essential uninterruptible functions will be assured. Reports will be made to Administrator, RSPA with corrective measures taken if indicated.	Secretarial Officers, all Office, Division and Branch Chiefs within OST through channels.

ALL THE ABOVE ACTIONS WILL BE TAKEN WITHOUT PUBLIC NOTICE. Public Notice is not subject to precise definition, but any action will be deemed to have attracted public attention if it warrants mention in any news medium or causes alarm to a large portion of the community in which the action is taken.

- (2) Initial Alert. This notification will require the continuous manning of emergency operating centers at regular national offices. Plans and procedures will be updated. Communications watch may be extended to regional and other major field offices, as specified by the Secretary unless alerting instructions direct otherwise. Additional directed actions may be anticipated or may be requested of, the Federal Preparedness Agency, General Services Administration (FPA/GSA). This level involves participation by all levels of management; activation of Executive Team A at Site A; curtailment of some regular functions; and minimum public disclosure. Instructions on activities and relationships with state and local government will not be issued until cleared with FPA/GSA by the Situation Center at Site A. Actions to be taken may include:

<u>ACTION</u>	<u>OFFICIAL(S)</u>
(a) Cadre A and B will be alerted if not previously alerted.	Communications Centers, Secretarial Officers, Emergency Coordinators and Planning Office Officers.

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<u>ACTION</u>	<u>OFFICIAL(S)</u>
(b) All Communications Watch actions not completed will be accomplished.	All Personnel.
(c) Communications Watch will be extended to Regions, and major Field Offices if authorized by the President, Director, FPA/GSA - ODR or the Secretary.	The Secretary or Acting Secretary at Primary alternate headquarters at Site A.
(d) Emergency billet assignments and procedures will be reviewed.	All concerned.
(e) Personnel on leave will be recalled or redirected to meet emergency assignments.	Secretarial Officers.
(f) Situation Briefing will be given all key persons.	Secretarial Officers, Emergency Coordinators.
(g) No contact will be made with State or local government elements or the press until clearance secured through the Situation Center.	Officer in Charge, Situation Center.
(h) Travel authorizations, transportation requests, and Civil Defense identification cards will be issued to designated relocatees including those newly appointed. Old issues will be updated.	Secretarial Offices and Director of Investigations and Security.
(i) Team Leader, Executive Team A (B-1) and Cadre B will move when directed.	The Secretary.

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- | <u>ACTION</u> | <u>OFFICIAL(S)</u> |
|---|--------------------|
| (j) All actions to be taken with minimum public disclosure. | All Personnel. |
- (3) Advanced Alert. This notification will result in general and public participation in emergency and civil preparedness actions. Highest degree of civil emergency readiness is required. This includes the following actions.

- | <u>ACTION</u> | <u>OFFICIALS(S)</u> |
|---|--|
| (a) Highest degree of civil preparedness will be achieved. Notification to key personnel on "need-to-know" basis. | The Secretary, Secretarial Officers, Emergency Coordinator. |
| (b) Primary emergency operating centers at Site A at Regional headquarters, and at major field offices will be manned with Cadres A, B and C. | The Secretary, Team Leaders, Executive Teams B and C, Regional Emergency Transportation Coordinators, Emergency Coordinator. |
| (c) Alternate emergency operating centers will be prepared for activation. Executive Teams B and C move to alternate headquarters on direction only. This includes all Cadres, if Cadres A and B have not moved heretofore. | Secretarial Officers, Executive Team Leaders, Emergency Coordinator. |
| (d) All actions for Initial Alert and Communications Watch will be completed. | All Personnel. |
| (e) All guidance and support will be given to states, local jurisdictions, and the public. | Officers in Charge, Situation Center and Regional Offices. |
| (f) <u>Essential</u> Government functions will continue. | Secretarial Officers, Administrators and all Office Directors. |

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ACTION

OFFICIAL(S)

- | | |
|--|---|
| (g) Emergency functions will be prepared for execution. | Secretarial Officers, Administrators and all office Directors. |
| (h) Review of rosters of Personnel on leave or in official travel status will be made and individuals redirected where necessary. | Secretarial Officers, Emergency Coordinator, or Emergency Planning Officer. |
| (i) Acting Secretary at Site A will be advised when other alternate headquarters are in operation. | Executive Team Leader or Senior Member at Sites B and C. |
| (j) Cadres A, B and C at all EOF will be organized to provide balanced Executive Teams capable of early action. They will prepare to receive and integrate Cadre D (Executive Reserve Members and others) into system. | Executive Team Leaders or Senior Staff Members on site. |
| (k) Cadre D members will be advised. All employees with no specific emergency assignment will be informed of situation and procedures to follow. Called forward as required. | Secretarial Officers, Emergency Coordinator and Emergency Planning Officer, Senior Staff Member at sites. |

- d. Warning Conditions and Actions. The Federal Emergency Management Agency (FEMA) has Federal responsibility for making appropriate arrangements for warning the public and for the operation of the Federal portion of the attack warning system. All Federal departments and agencies at all levels will receive notification of ATTACK WARNING and TERMINATION OF ATTACK WARNING from FEMA. All warning conditions are unclassified and will be given the widest and fastest possible dissemination.

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- (1) ATTACK WARNING. This signal means that an attack against this Country has been detected and all feasible actions of Federal civil agencies should be directed toward preservation of life and property and continuity of government measures.
- (2) TERMINATION OF ATTACK WARNING. This signal indicates that the situation warrants the movement of people from shelter and to or from emergency operating facilities where fallout conditions permit, but the possibility of subsequent attack still exists.
- (3) MOVEMENT ON ATTACK WARNING. To the extent that in-place readiness has not been achieved prior to ATTACK WARNING, the following steps will constitute measures of last resort.
 - (a) Agencies or elements of agencies having uninterruptible emergency functions which must be conducted during the transattack phase must make special arrangements for movement of Executive Team members to report to duty stations at primary or alternate locations if such movement has not been effected beforehand at Advanced Alert.
 - (b) All OST Units in Category C will plan for movement of reconstitution personnel (Cadre D) when the situation permits and when directed by the Secretary.
- (4) Actions.
 - (a) At Attack Warning.

<u>ACTION</u>	<u>OFFICIAL(S)</u>
<u>1</u> Immediate protective action.	All Personnel.
<u>2</u> When need for protective action is passed, continue maximum readiness postures, and execute movement as directed.	All Personnel.

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(b) At Termination of Attack Warning.

ACTION

OFFICIAL(S)

- | | |
|---|----------------|
| <u>1</u> Resume normal posture. | All Personnel. |
| <u>2</u> Be alert for future changes in status. | All Personnel. |

3. ALERTING SYSTEM. A Cascade Alert Schedule for Secretarial Officers and heads of operating elements is maintained by the Administrator RSPA and is executed by the Duty Officer, Flag Plot Staff, USCG (G-OFP/74) and/or the Chief, Communications Control Center, Federal Aviation Administration, FAA. All Secretarial Offices and operating elements maintain similar schedules for alerting personnel of their offices or elements.

- a. Notification. All Civil agency alerts shall be transmitted by the fastest means available to individuals with emergency billet assignments and listed on alerting schedule. Each such person is responsible for alerting those following him or her on that schedule. Persons not on the schedule and not having a need-to-know are not to be called. Call only those in the Cadre concerned.

b. Instructions - Actual Alert.

- (1) Any individual responsible for notifying other persons, should notify all individuals for whom he is charged in the alerting schedule. If he is unable to contact the next person, he should notify that individual's alternate and all other persons for whom he is responsible. If a person on the alerting schedule is not at home but a member of his family answers, the alerter should determine where he can be reached, if possible. Otherwise, he should advise the family member that he has an urgent message for the person called (do not use the words EMERGENCY or CIVIL DEFENSE) and request that he be told to return the call. Continue calling until all persons on the alert list have been contacted insofar as possible.
- (2) Upon making contact the caller should identify himself and use the following wording:

"THIS IS (NAME). (INITIAL) (ADVANCED) ALERT CONDITION HAS BEEN SET. ACKNOWLEDGE. (WAIT FOR ACKNOWLEDGEMENT. THEN CONTINUE.)

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(EXECUTE THE FOLLOWING EMERGENCY ACTIONS: (LIST BY REFERENCE TO APPLICABLE ITEMS UNDER PARAGRAPH 2, c, (1), (2) and (3) PAGES 12-17 OF THIS SECTION, ABOVE, THOSE TO BE EXECUTED) OR,

DO NOT EXECUTE EMERGENCY ACTIONS AT THIS TIME.
YOU WILL BE ADVISED LATER.

- (3) Each individual will maintain a record of the time, nature, and results of all calls received and made under this procedure.
 - (4) In the event that an individual on an alert schedule has not received an alert call but learns through other sources that an alert status has been declared he should at once call his office and ascertain:
 - (a) The extent of the emergency and if his services are needed.
 - (b) When and where to report if needed, and
 - (c) If not needed at the time of the call to advise where and when he can be reached.
 - (5) All members are responsible for notifying supervisors at all levels of changes in name, address and telephone number as shown in office or agency alerting schedules.
- c. Instructions - Exercises. When used in exercises readiness levels will be identified as shown below to avoid confusion.

READINESS LEVEL

Communications Watch
Initial Alert
Advanced Alert
Attack Warning
Termination of Attack Warning

EXERCISE TERM

Quick Step
Tight Rein
Flood Tide
Checkerboard
Termination of Checkerboard

SECTION 5 - ADMINISTRATION AND LOGISTICS

1. DEPARTMENTAL POLICY is contained in DOTCOOP, Part IV, "Supporting Plans."
2. ADMINISTRATION. Details pertaining to OST are contained in DOTCOOP, Part IV, and in Attachment 4 to this Order. These sources include data on administration, personnel, including guidance for dependents, protection of government resources and facilities.
3. PERSONNEL MANAGEMENT. See DOTCOOP, Chapter 2, Part IV, and Attachment 5 hereto. This includes guidance for care of dependents.
4. SECURITY PLAN. Includes clearances, issuances of Civil Defense and installation passes, physical security arrangements, safekeeping of essential records, and personnel matters. See DOTCOOP, Chapter 3, Part IV, and Attachment 6 hereto.
5. SUPPLY. Necessary details of supply for relocation sites including necessary levels of supply items, spare parts, manuals and related material. See DOTCOOP, Chapter 4, Part IV, and Attachment 4 hereto.
6. HEALTH AND SANITATION. See DOTCOOP, Chapter 5, Part IV, and Attachment 7 hereto.
7. TRANSPORTATION. See DOTCOOP, Chapter 6, Part IV, and Attachment 4 hereto.
8. FACILITIES. See DOTCOOP, Chapter 7, Part 7 and Attachment 8 hereto.
9. FINANCE AND BUDGET. See DOTCOOP, Chapter 8 of Part IV for policy. Details for pay and allowances in Attachment 4 hereto (OSTCOOP).
10. LEGAL PLAN. See DOTCOOP, Chapter 9, Part IV.

SECTION 6 - COMMUNICATIONS AND MANAGEMENT

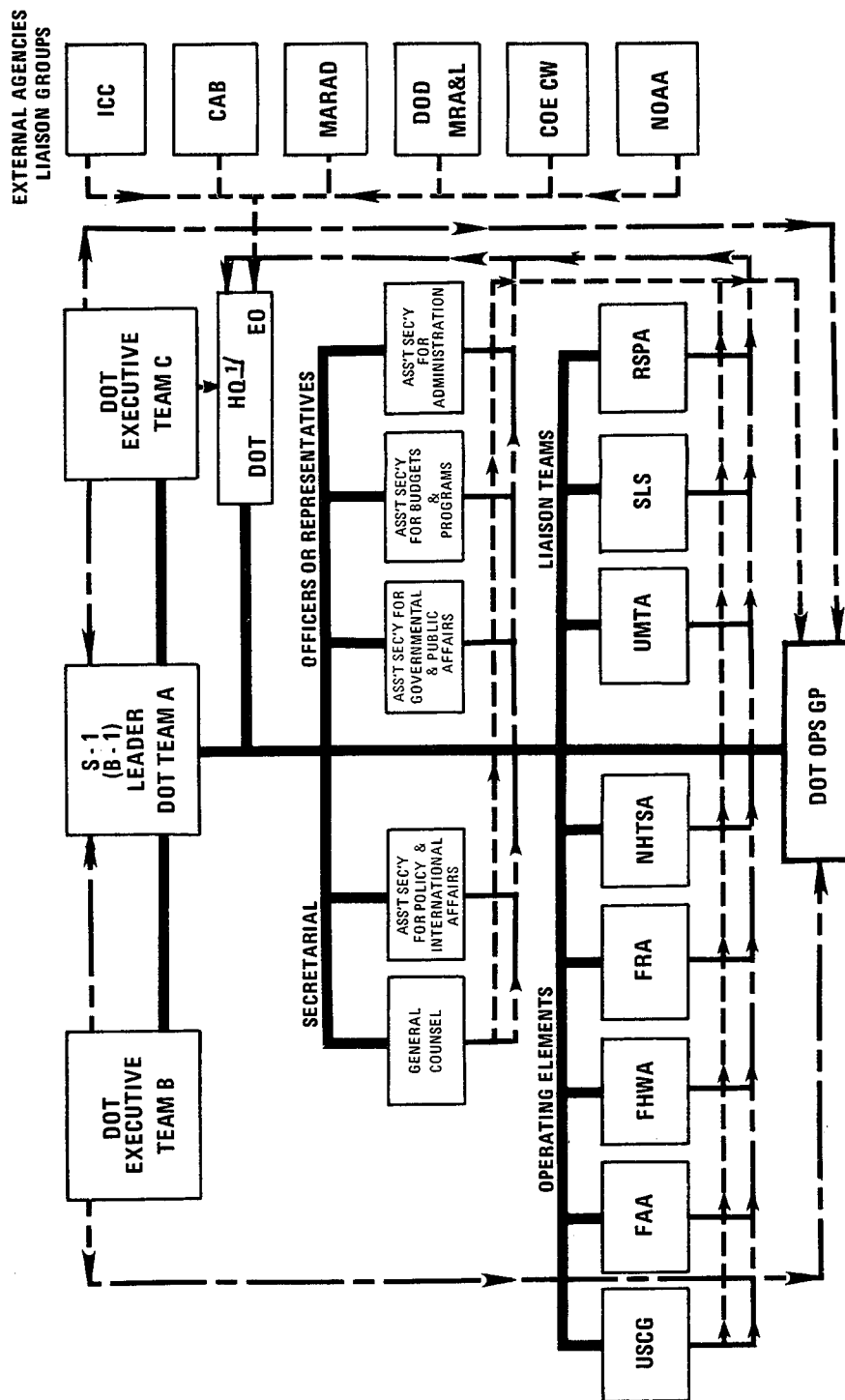
1. LOCATION OF HEADQUARTERS. Site A is Washington Headquarters. For locations of Sites B and C see, Manual of Emergency Actions and Information (RED BOOK).
2. LINES OF SUCCESSION. See pages 1-8, Attachment 9 to this Order. Presidential and Secretarial lines of succession are contained in DOTCOOP, Attachment 4. Succession to other Secretarial Officers is contained in Attachment 9 hereto.
3. COMMUNICATIONS PLAN FOR OST. Included in Emergency Communications Plan (EMERCOM) for DOTCOOP. See DOTCOOP, Chapter 7, Part II. For details of interior communications see paragraph 17, page 8, Attachment 4 hereto.

FOR THE SECRETARY OF TRANSPORTATION:

Robert L. Fairman
Deputy Assistant Secretary
for Administration

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EXECUTIVE TEAM A FUNCTIONAL FLOW CHART

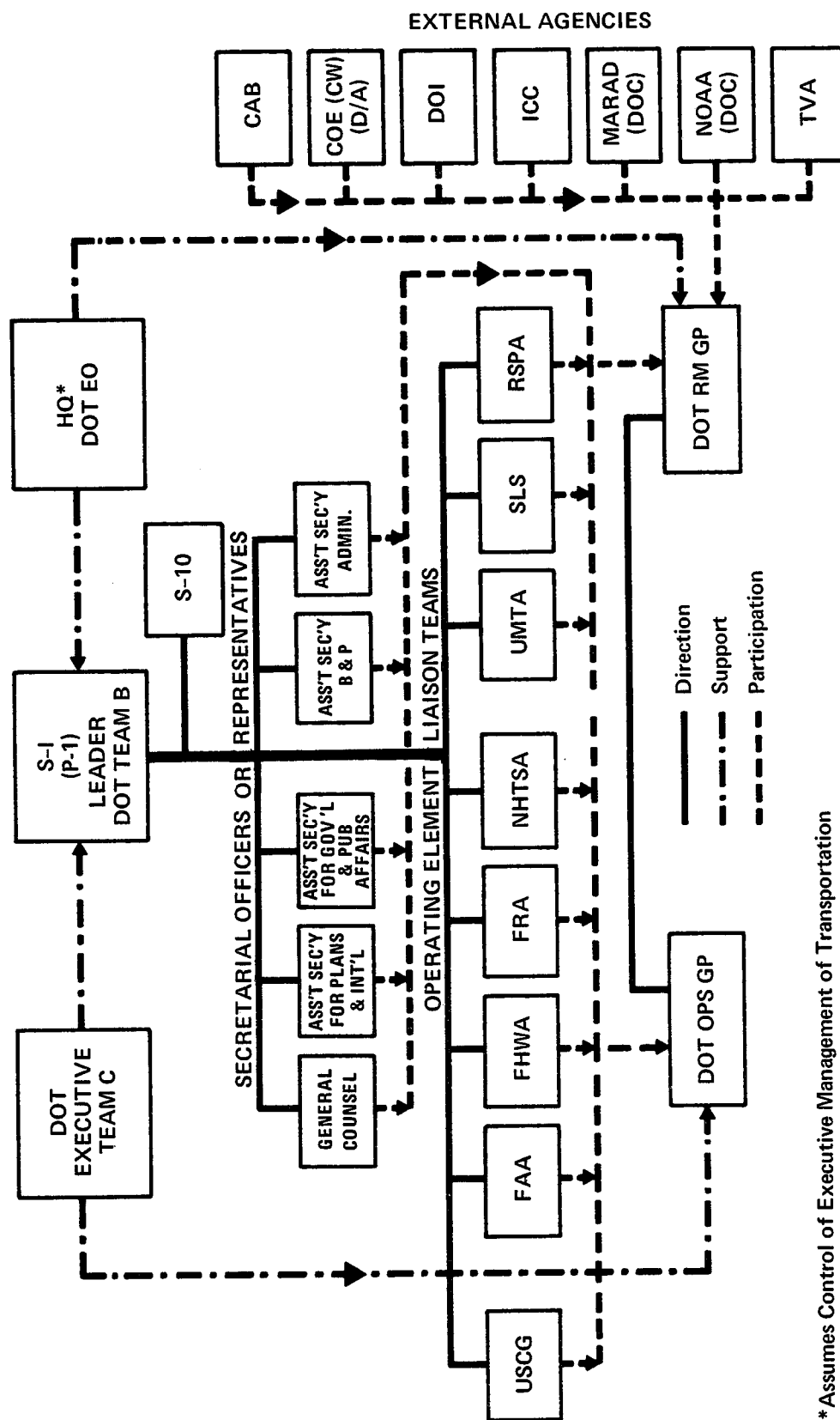


1/ DURING PERIOD THAT PEOP-SITE A IS DOT EMERGENCY HEADQUARTERS, HQ DOT EO, IF ACTIVATED, WILL FUNCTION UNDER THE DIRECTION OF EXECUTIVE TEAM A AS EXECUTIVE MANAGEMENT OF TRANSPORTATION RESOURCES.

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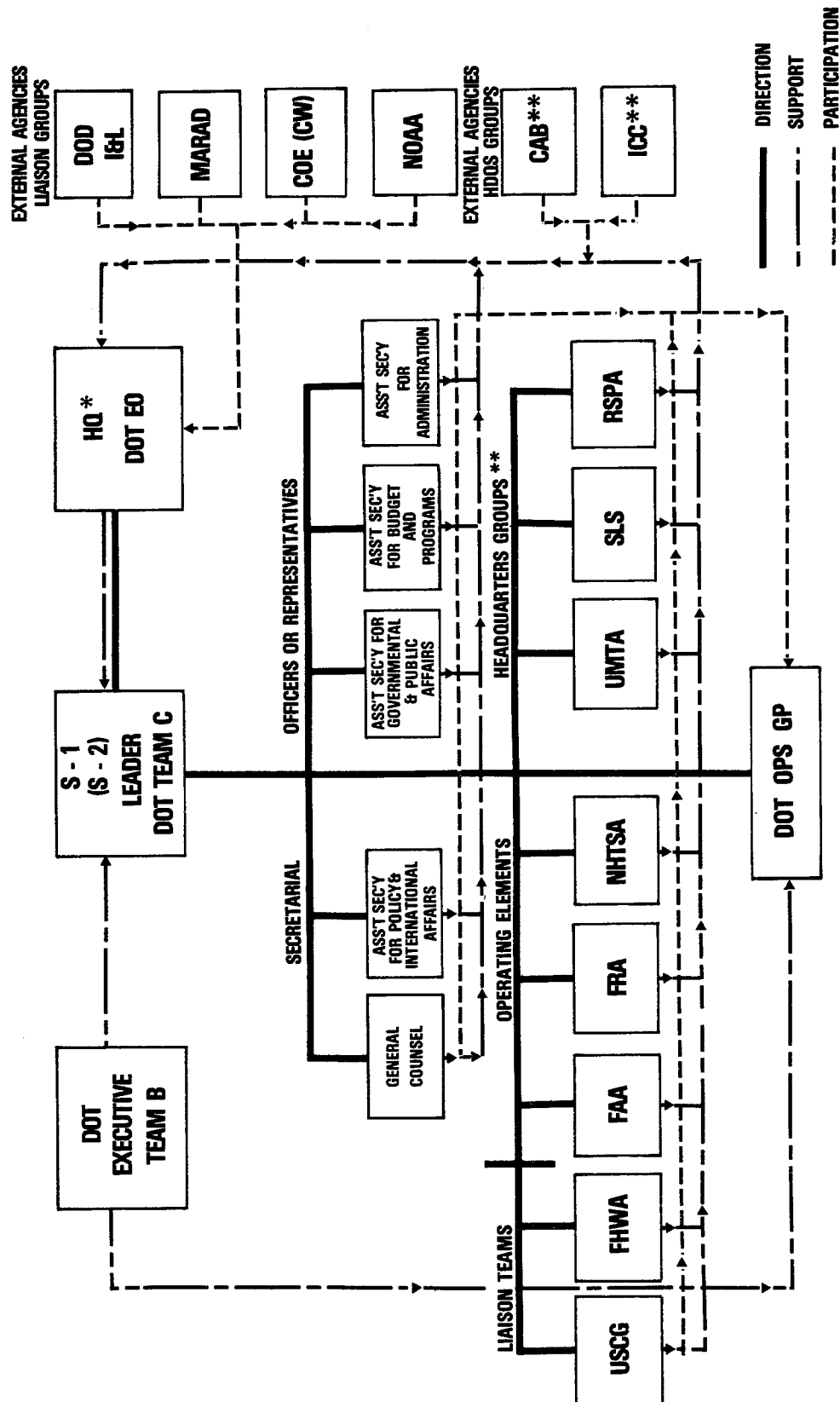
EXECUTIVE TEAM B FUNCTIONAL FLOWCHART



* Assumes Control of Executive Management of Transportation Resource as Soon as Possible After Activation.

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EXECUTIVE TEAM C FUNCTIONAL FLOWCHART



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* ASSUMES CONTROL OF EXECUTIVE MANAGEMENT OF TRANSPORTATION
RESOURCES AS SOON AS POSSIBLE AFTER ACTIVATION.

** EMERGENCY HEADQUARTERS LOCATED AT EOF-C

ALTERNATE HEADQUARTERS ADMINISTRATION
PROCEDURES

Section 1 - Purpose and Coverage

1. PURPOSE. This attachment includes specific instructions for administrative operations at alternate headquarters of the Department of Transportation in National Defense Emergency.
2. REFERENCES.
 - a. Federal Emergency Management Agency (FEMA-21) formerly OEP Circular 9400.2, November 1966.
 - b. Order DOT 1910.2C, Department of Transportation Continuity of Operations Plan.
3. GENERAL COVERAGE. This plan provides instructions in the areas of Supply and procurement, Facilities Management, Administrative Systems, Transportation, Financial Management and Communications.

Section 2 - Supply Maintenance and
Procurement

4. SUPPLY AND MAINTENANCE. Arrangements for emergency issues of all types of office supplies for 30 days at Emergency Operating Facilities (EOF's) A and C will be made with Regional Offices of General Services Administration. Arrangements at Site B will be made by Federal Emergency Management Agency (FEMA). Local sources and stocks will be used to the maximum.
 - a. Lists of office supply by type to support the office are maintained by the Materiel Management Branch, Office of Administrative Operations, OST.
 - b. Furniture requirements for all sites are planned for by the Materiel Management Branch, Office of Administrative Operations (M-471). Furniture will be procured from local GSA sources at EOF-A. At Site B, Western Virginia Operations Office, FEMA will provide furniture. At Site C, local GSA and commercial stocks will be utilized as arranged by the local Departmental Representative.
 - c. Maintenance levels of office machines, furniture and other equipment shall be established at a 30-day level. Sources are arranged for and

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maintained by the Materiel Management Branch, Office of Administrative Operations (M-471).

5. PROCUREMENT.

- a. The actions following are assigned for use by procurement personnel at all EOF's to ensure continuity of procurement support to the extent necessary to meet requirements through the postattack period to D + 180 days. Current Government procurement regulations will apply to the maximum extent possible consistent with expedited procedures necessary to provide adequate procurement support during the emergency situation. Regulations and administrative orders, if suspended as requirements, shall still be used as procedural guides where possible for maximum consistency in operations.
- b. Documentation will be required but shall be kept to a minimum. Informal or short procurement request forms may be utilized but appropriation and accounting data will be required to authorize obligation and payment for goods and services ordered. Exceptions to advertising shall be cited but justification for negotiating competitively will be minimal or not required. Sole Source Boards and approvals, and awards boards will not be required. To the extent feasible, for substantial procurement actions, pertinent data concerning source and details of negotiation and pricing should be developed and maintained.
- c. The assigned procurement cadre at EOF-C shall establish simplified procedures to provide immediate procurement support in accordance with the above minimum administrative procedures, to develop sources and replenish stocks, local purchase and these other sources in a timely and sufficient manner to meet Departmental emergency operating requirements.

Section 3 - Facilities Management

6. GENERAL MANAGEMENT. In general, austerity will be the rule in alternate headquarters management. Maximum utilization of space, billeting and messing facilities, supplies and equipment, and heating, cooling, and electrical power sources will be exacted.
 - a. Work Space - Work space shall be allocated on the basis of 100 square feet per person. Space allocations are:
 - (1) At Site A. As presently assigned, except that Secretarial Officer-in-Charge shall allocate space in the Situation Center

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(Room 7332) and the Secure Conference Room (Room 7334), DOT Headquarters Building.

- (2) At Site B. As assigned by Director Western Virginia Operations Office, FPA/GSA.
- (3) At Site C. As specified in space assignment plan maintained by the Space Engineering and Design Branch, Office of Administrative Operations (M-473).
- (4) Coordination shall be effected with Western Virginia Operations Office, FPA/GSA and the Federal Aviation Administration for Sites B & C respectively.

b. Billeting and Messing.

- (1) Site A - No billeting is provided.
- (2) Site B - Provided by Western Virginia Operations Office, FPA/GSA.
- (3) Site C - Chief, Support Services Division (M-44), in coordination with Director of Personnel and Training (M-10), and the Resident Representative, DOT, will establish and operate a billeting assignment service for all Federal employees and military members at EOF-C. Full registration shall be effected and necessary charges billed to the occupant and remitted to proper authority in accordance with existing agreements between General Services Administration and the owners of the property.

A central mess shall be operated at Site C, for all government employees by the Federal Aviation Administration using existing facilities and supply sources.

- c. General Housekeeping. Shall be effected by the Support Services Division, Office of Administrative Operations (M-44). Policies of references apply.

Section 4 - Administrative Systems

7. JOURNALS AND HISTORICAL DATA.

- a. The Assistant Secretary for Administration will establish procedures for preservation of a complete documentary record of action taken by all elements of the Department during the emergency, including the logs maintained by the Department Alternate Headquarters groups and

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the operating elements, for other available documentary or photographic materials, shall be preserved for review by the historian.

- b. Documentary materials shall include but not be limited to agency logs, operational papers, records of statements of discussions by senior officials of the Department, and notes or narratives prepared by the historian to summarize events.
8. ORDERS AND PUBLICATIONS. A complete set of applicable Orders and Publications, including Notices, within the DOT Directives System will be maintained at each site. The Director of Emergency Transportation will advise the Director of Administrative Operations of the addresses of all sites. The Director of Administrative Operations will insure that these addresses are added to current and future distribution lists for all items in the DOT Directives System. Secretarial Officers who publish directives and appropriate publications (those estimated to be required at alternate emergency headquarters) not subject to standard distribution lists and/or not included within the DOT Directives System, shall insure that all DOT EOFs are added to the distribution list of the document being published.
9. VITAL RECORDS.
 - a. Each Secretarial Office will determine which records and documents are necessary to either continue or reconstitute operations following an attack. Designated cadre members will be responsible for duplicating sets of such records for prepositioning at each EOF using carbon or electrostatic copies, microfilm, or such other methods as considered most feasible for the intended purpose, and for maintaining their currency through periodic review.
 - b. Duplication of records by processes requiring special equipment for later retrieval or use shall not be undertaken until arrangements have been made for the availability of such special equipment at the EOFs. Arrangements for shipment of vital records to EOFs are made through the Support Services Division, Office of Administrative Operations, OST.
10. RIGHTS AND INTEREST RECORDS. Records essential to the preservation of the legal rights and interests of employees and individual citizens and their Government shall be identified and arrangements for suitable protection made by each Secretarial Office. These records include retirement records, payroll records, insurance records, and valuable research records. While

protection is required, storage need not be in the vicinity of EOFs.

11. PUBLISHING AND GRAPHICS.

- a. At Site A - the Publishing and Graphics Division, Office of Administrative Operations, OST will provide all printing, duplicating, copying, graphics, and still photographic services. It will also provide operational liaison on printing, micropublishing, bindery, and distribution matters with GPO, GSA, other government agencies and non-government organizations.
- b. At Site B - arrangements for these services will be made by Western Virginia Operations Office, Federal Preparedness Agency, General Services Administration.
- c. Site C - Chief, Publishing and Graphics Division, will request a waiver from the appropriate GPO Regional Procurement Printing Office to obtain services as required from commercial contractors.

12. MAIL.

- a. Site A - Established mail services will continue to be provided.
- b. Site B - Provided by Western Virginia Operations Office, Federal Emergency Management Agency (FEMA).
- c. Site C - Mail services will be provided as follows:
 - (1) Official Mail. The Chief, Mail Services Branch, Office of Administrative Operations will arrange adequate mail and messenger services for Department of Transportation at Site A, PEOF. Departmental Representatives at Site C will arrange for mail service. At Site B this function is performed by Western Virginia Operations Office.
 - (2) Personal Mail. The Chief, Mail Services Branch will establish liaison with the U.S. Postal Facility at all EOF locations for processing and delivery to the EOF of Department of Transportation Team Members' personal mail. Consideration will be given to the need to preserve the classified status of the EOF location.

13. CLASSIFIED MATERIAL. Classified Material will be controlled in accordance with DOT 1640.4 and DOT 1910.2B, Part IV, Chapter 4. The Director

of Investigations and Security, OST, shall assure that supplemental procedures as may be necessary are established at the three respective EOF. The Director of Administrative Operations, OST, shall provide a security control point for Sites A and C.

14. PERSONNEL PROCESSING. Personnel will be processed into EOF's as follows:
- a. Site A - No special procedures are required.
 - b. Site B - Personnel processing will be according to procedures established and implemented by the Western Virginia Operations Office, FEMA.
 - c. Site C - Personnel processing system shall be established by the OST Director of Personnel.

Section 5 - Transportation

15. MOVEMENT TO EOF's. Director of Administrative Operations will arrange movement to EOF's as follows:
- a. To Site A. Public and personal facilities will be used. Motor Pool facilities for Secretarial Officers, couriers, messengers and official mail will be provided on a scheduled basis.
 - b. To Site B. Special movement arrangements exist for selected officials. Others will be moved as required by
 - (1) Motor pool vehicles,
 - (2) Contract vehicles, and
 - (3) Personal vehicles.
 - c. To Site C. As for Site B above. Movement of dependents will be the responsibility of the principal concerned.
 - d. See Pamphlet DOT P 1915.6, Standby Operation Plans for Executive Teams for details.

Section 6 - Financial Management

16. GENERAL. Accounting and financial management functions shall be performed on a minimum essential basis at EOF's. Part IV, Chapter 8, Section III, DOT 1910.2C outlines the general policy regarding salary and travel

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payments. Also, General Accounting Office Policy and Procedures Manual for Guidance of Federal Agencies, Appendix B, Title 6, Pay, Leave and allowances, prescribes the principles and standards to be observed during emergency situations. Rules and regulations concerning disbursing functions are contained in the Emergency Disbursing Plan, Bureau of Disbursement, Treasury Department. Accounting and financial management operations, to the maximum extent possible, utilize normal fiscal procedures and should be supplemented only to achieve the primary objective during the emergency.

a. Functions. The following accounting functions are applicable:

- (1) In the event requests for designations cannot be obtained from the Chief Disbursing Officer during an emergency, the highest ranking official (Secretary or Deputy Secretary in the absence of the Secretary) shall have the authority to appoint a certifying officer and a cashier. These appointments should only be made to qualified individuals. Lines of communication should be established as soon as possible with the nearest Treasury disbursing facility so that normal disbursing activities can be restored.
- (2) Accounting personnel shall provide adequate safekeeping facilities to protect cash. Provisions shall be made to afford the cashier with normal day-to-day protection while making cash disbursements. Likewise, nominal safeguards are necessary relative to the storage of funds, accounting information covering unliquidated obligations, fund balances, advances, accounts receivable, etc.
- (3) Minimum accounting records shall be maintained, however, supporting records must be in sufficient detail to support all payments made during the emergency. Controls should be kept at the appropriation and limitation level. Transactions should be made manually until automated or mechanical methods can be established.
- (4) Payments will be made covering various objects of expenditures to individuals, vendors and contractors, so far as possible, utilizing normal payment procedures. Adequate documentation should support each type of payment. Only a minimum number of financial reports will be required.
- (5) Reports covering information on allotment ledgers, advances, property, etc. should be available at the alternate locations.

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The Accounting Operations Division should initiate a plan whereby this information is submitted on a periodic basis, i.e., semiannual or annual. Likewise, a minimum supply of forms for emergency should be exercised in the determination of the number and types of forms required to operate under emergency conditions.

- (6) The emergency disbursing plan as developed by the Bureau of Accounts, Treasury Department, is incorporated herein by reference and shall be used by accounting personnel during the emergency period.

Section 7 - Communications

17. PROVISION OF COMMUNICATIONS FACILITIES. Communications facilities necessary for operations shall be planned and provided in accordance with the communications plan, DOTCOOP, Chapter 7, Part II, as follows:
 - a. Site A. As currently provided.
 - b. Site B. As provided by Western Virginia Operations Office, FEMA.
 - c. Site C. As specified in classified communications plans maintained by the Communications Management Branch, Office of Administrative Operations, OST or Office of Emergency Transportation, RSPA.

EMERGENCY PERSONNEL MANAGEMENT PLAN

1. PURPOSE. This attachment constitutes the Emergency Personnel Management Plan of the Office of the Secretary of Transportation.
2. SCOPE. The plan applies to the Office of the Secretary (OST). Additionally, this plan applies to the Research and Special Programs Administration (RSPA) for which OST provides personnel management services and, to the extent applicable, to those elements who detail personnel to the emergency Executive Teams of the Department.
3. REFERENCE.
 - a. DOT 1910.2C, Department of Transportation Continuity of Operations Plan, Chapter 2, Part IV, Emergency Personnel Management Policy which defines the policy for emergency personnel management planning in DOT.
 - b. DOT 1900.5, Care of Dependents, of 3-27-70, which enunciates DOT policy thereon.
4. MISSION. OST's emergency personnel management mission is to provide essential qualified personnel and services to meet emergency operating requirements of OST and of those operating elements dependent upon OST for personnel operations support.
5. EMERGENCY PERSONNEL FUNCTIONS.
 - a. Generally, emergency personnel functions are performed during three time frames:
 - (1) Immediate Preattack - from alert call for COMMUNICATIONS WATCH to ATTACK WARNING.
 - (2) Transattack - point in time of first detonation to the time when no more can reasonably be expected.
 - (3) Immediate Postattack - period between cessation of attack and time recovery can begin.
 - b. Current ongoing personnel policies, procedures and operations apply to emergency conditions, augmented by certain special emergency personnel functions.

6. IMMEDIATE PREATTACK FUNCTIONS.

a. Emergency Assignments.

- (1) Each civilian employee with an emergency assignment has been informed of that assignment and has been designated as a "Mobilization Designee" (MOB/DES). He or she will be expected to perform that assignment in the event of a national defense emergency. (See Pamphlet DOT P 1915.4C, Cadre Listings and separately published listings of Mobilization Designees). Persons assigned to MOB/DES billets must be free of any personal, domestic, or other special problem which might preclude prompt reporting to, and performance of, such emergency assignment. Uniformed service members of the DOT are presumed to know and be prepared to assume their national defense emergency assignments.
- (2) National Defense Executive Reservists will be called to active duty under existing procedures for temporary employees, when authorized by the President and approved by the Secretary.
- (3) Employees without mobilization assignments will execute instructions for U.S. Postal Service locator cards and follow instructions of local Civil Defense Directors, Coordinators, or other appropriate civil defense, municipal, county or city officials. They will be recalled to duty during the postattack period.

b. Care of Dependents.

- (1) Subject to applicable law it is the policy of the Department of Transportation that:
 - (a) It is the primary responsibility of the individual with an emergency assignment to make necessary arrangements for his or her dependents.
 - (b) The OST should do all that is reasonable and feasible to assist its members, civilian and uniformed service, in making satisfactory arrangements for the care of their dependents in a national defense emergency.
- (2) In implementation of this policy the following provisions apply:
 - (a) Dependent Data. MOB/DES desiring assistance in dependent care will provide personal data on their dependents to the Chief, Personnel Operations Division, OST.

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- (b) Dependent Guidance. All dependents of MOB/DES for whom assistance has been requested will be accounted for and included in plans for Departmental alternate headquarters at Site C. Since EOF-A is the permanent duty station, and EOF-B has no facilities for dependents, no emergency billeting or other arrangements for dependents will be provided at these facilities. Specific assistance at each facility for principals and dependents shall include items listed below:
- (3) Dependent Services by Emergency Operating Facility.
- (a) Dependent Contact Points. Dependent contact points shall be established at Sites A and C to perform services as follows. (No provision for dependents is made at Site B. Dependents of MOB/DES relocating to Site C will be accommodated in vicinity of Site C at the request of the individual responsible for the dependents.)
- (b) Site A.
- 1 Transportation and travel advice and guidance if authorized by travel orders of the individual employee.
 - 2 Financial assistance including advances of pay, allowances, and allotments for the account of the employee.
 - 3 Civil Defense information.
- (c) Site C.
- 1 Billeting guidance and assistance for principals and dependents. Billeting will be in public accommodation at the expense of the individual.
 - 2 Communications and mail contact between separated principals and dependents.
 - 3 Guidance and direction to new duty station, billets, and local support facilities.
 - 4 Direction to medical assistance.
 - 5 Emergency communications facilities.
 - 6 Local transportation, if available.

7 Assistance to survivors of deceased persons.

- (d) Dependents of employees who do not have emergency assignments should follow the instructions of their local community Civil Defense Directors, Coordinators, or other appropriate Civil Defense, Municipal, County or Civil officials.

c. Essential Personnel Records. The following records either shall be maintained at, or be retained in such form that they can be readily moved on short notice to, emergency headquarters facilities.

- (1) Federal Personnel Manual and related issuances including related letters and supplements, and FPM Supplements 910-1 and 990-3.
- (2) A copy of any DOT Order and other administrative issuance related to personnel management and to disaster or emergency conditions.
- (3) A copy of the DOT Organization Manual.
- (4) Copies of internal memoranda delegating or limiting authority to staff members for the conduct of personnel functions.
- (5) A machine listing of all employees showing name, title, series grade, salary, date of birth, service computation date, social security number, organizational location. (These records shall be brought up to date monthly).
- (6) Current data on persons included in the Executive Development Program.
- (7) A copy of the most recent report of Federal Civilian Employment by State and Selected Local Area.
- (8) A microfilm copy of the record of each person who is designated as a member of the OST National Defense Executive Reserve. That record shall be updated monthly as changes occur.

d. Related Records.

- (1) Data reflecting coverage or non-coverage of each employee under the Federal Employees Group Life Insurance and the Federal Employee's Health Benefits Programs (e.g. from payroll records).
- (2) Salary tables.

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e. Selective Service Deferment.(1) General Provisions.

- (a) These provisions supplement Part M-303 of the Office of Personnel Management Regulations and become operative when those Regulations become effective, i.e.,
 - 1 upon specific notification by the Office of Personnel Management or
 - 2 upon an attack upon the United States.
- (b) No contact with the Selective Service System on occupational deferment of an employee of OST or of agencies dependent upon OST for personnel management support shall be made by any officer or employee of OST or such agencies except a member of the Agency Committee acting in accordance with this section.

(2) Agency Committee Established Under this Order.

- (a) There is hereby established a Department of Transportation Committee on Deferment of Government Employees, herein after known as the Agency Committee, which shall serve as the Agency Committee for purposes of Office of Personnel Management Regulations, Part M-303. The Agency Committee will consist of the following officers or their representatives.
 - 1 Director of Personnel and Training (Chairman).
 - 2 Representative of Director of Department of Transportation Emergency Organization.
 - 3 One Program Manager from each Secretarial Office (to be named by the Secretarial Officer concerned on an ad hoc basis.)
 - 4 One Program Manager from each operating element for which the Office of the Secretary provides personnel operations support.
- (b) The Agency Committee will have exclusive jurisdiction over all requests for deferment of OST personnel and personnel of elements for which OST provides personnel service support.

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- (c) All requests for Selective Service deferment which meet the requirements set forth in the Office of Personnel Management Regulations, Part M-303, shall be forwarded to the Agency Committee for consideration. The Agency Committee is authorized to approve, modify, or reject a request. It will negotiate directly with the appropriate Selective Service Board.
 - (3) Agency Appeals. In any case in which a Government request for deferment is denied by a local Selective Service Board, the Agency Committee determines if an appeal is to be made and makes such appeal as may be authorized by Selective Services regulations. No appeal may be taken to the Selective Service System except by the Agency Committee.
 - (4) Miscellaneous.
 - (a) Each OST employee, through supervisory channels, shall promptly report to the Personnel Operations Division any change in his Selective Service status or the receipt of a notice to report for induction.
 - (b) Each Secretarial Office shall plan and carry out an orderly program of replacement and training occasioned by the entry or prospective entry of employees into the Armed Forces, on the basis of information provided in accordance with subparagraph e(1) above or page 5, Attachment 5 of this Order.
 - (c) The Agency Committee shall supervise the preparation and maintenance, on a current basis, of adequate statistics on the Selective Service status of its employees, and on related matters, which shall be summarized and reported to the Interagency Committee at periodic intervals as instructed by the Interagency Committee.
 - (d) The Agency Committee shall submit periodic reports to the Interagency Committee (chaired by the Director of the Office of Personnel Management), as requested. It will consult with the Interagency Committee on any action taken under Regulations, (Part M-303); permit representatives of the Interagency Committee at all times to have full access to all records of the Agency Committee.
7. TRANSATTACK FUNCTIONS. Only minimum essential actions in emergency personnel management will be undertaken consistent with individual safety and security.

8. IMMEDIATE POSTATTACK FUNCTIONS.

- a. Emergency assignments will be adjusted to meet changes in functions. Personnel without initial emergency assignments (Cadre D) will be called forward to fill vacancies. Full reconstitution of staff will be as directed by the Secretary.
- b. Assistance to dependents will continue. This will include assistance in:
 - (1) Rejoining families.
 - (2) Providing available transportation.
 - (3) Locating clothing, food and lodging if not available to individuals.
 - (4) Financial matters, including pay, allowances, reimbursement for travel for the account of the employee.
 - (5) Special requirements of the handicapped.
 - (6) Emergency communications.
- c. Essential Personnel Records shall be reviewed and updated during immediate postattack period. To the extent that other records which will accomplish the same objective are available at relocation centers for effective personnel management, the corresponding requirement in paragraph 6c and d on page 4 above will be deemed inoperative.
- d. For Re-establishment of Personnel Operations after Initial Emergency Period. (Immediate Postattack Period.) The following publications shall be positioned at alternate headquarters for use in reestablishment of Personnel Operations after the emergency period.
 - (1) OPM Issuances:
 - (a) OPM and other authorized classification standards.
 - (b) OPM Handbooks (X-118 and others as needed).
 - (c) OPM Departmental Circulars.

- (2) Decisions of the Comptroller General and the Comptroller of the Treasury.
 - (3) DOT and OST Orders and Notices.
9. TASKS. Under the coordination of the Assistant Secretary for Administration:
- a. Secretarial Officers, heads of operating elements and Leaders of Executive Teams will:
 - (1) Respond to emergency personnel management policies and procedures of the DOT as promulgated by the Assistant Secretary for Administration (Director of Personnel and Training, OST).
 - (2) Provide employees, with MOB/DES status, to meet staffing requirements of Dependent Care Contact Points as levied by the Assistant Secretary for Administration (Director of Personnel and Training, OST and as required, by Director of Administrative Operations, OST.)
 - b. The Director of Personnel and Training will:
 - (1) Execute emergency personnel assignment functions including collection of data on dependents preattack, transattack and postattack.
 - (2) Call members of the OST Unit of the National Defense Executive Reserve of the Department to duty, either individually or as a group, when authorized by the President and directed by the Secretary, overseeing the administrative procedures for such calls to duty.
 - (3) Provide assistance to Dependent Care Contact Points, in coordination with the Directors of Management Planning and Administrative Operations by levying on DOT elements for essential personnel.
 - (4) Maintain a capability for emergency personnel operations at all alternate headquarters including essential emergency personnel records.
 - (5) Chair the DOT Committee on Deferment of Government Employees (Selective Service).

- c. The Director of Administrative Operations will:
 - (1) Organize and train Contact Teams for Contact Points at Sites A and C.
 - (2) Provide administrative and logistics support.
 - (3) Arrange for financial management assistance to Dependent Care Contact Points.
- d. The Director of Emergency Transportation will:
 - (1) Coordinate emergency actions as required.
 - (2) Sit as a member of the DOT Committee on Deferment of Government Employees.

SECURITY PLAN

1. PURPOSE. Provisions of this attachment supplement the investigations and security requirements of DOTCOOP, Part IV, Chapter 3. It applies to OST and to the DOT elements which are provided investigations and security servicing by the Office of Investigations and Security. This includes all elements except the U.S. Coast Guard, Federal Aviation Administration and Federal Highway Administration.
2. FACILITY CLEARANCE REQUIREMENTS. Members of Cadres A, B, and C assigned to the respective Department of Transportation Emergency Operating Facilities (DOT EOF) are required to have, as a minimum, current authorization for access to classified information as indicated below:

Site A	Secret
Site B	Top Secret
Site C	Secret

Additional access authorization requirements are contingent upon specific assignment of duties at the EOF. Persons in Cadre D have no relocation assignments so do not require clearance for relocation purposes.

3. CLEARANCES OF RELOCATEES. DOT Representatives at EOF's shall be informed of the clearance level for each employee of DOT elements concerned who is scheduled to relocate to the facility. The Director of Investigations and Security shall notify appropriate officials concerning clearances for persons who are identified to him as being relocatees to Sites A, B, and C. Heads of field offices of DOT elements concerned whose subordinates are scheduled to relocate to sites other than the foregoing shall make local arrangements when practicable concerning clearance notifications, but may request the Director of Investigations and Security to provide such confirmation when deemed necessary.
4. VISITS TO RELOCATION FACILITIES. Emergency Coordinators and Planning Officers planning visits to Site B or C on official business shall request the Director of Investigations and Security to obtain visit clearance for their personnel going to the classified site, unless the individual's clearance has been previously certified to and is a current matter of record at the site.

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HEALTH AND SANITATION PLAN

1. PURPOSE. This attachment presents the plan for health and sanitation support of the Continuity of Operations Plan for the Office of the Secretary.
2. MISSION. The Secretary of Transportation shall arrange minimum essential medical, health and sanitation services to the civilian and uniformed services members of the Department of Transportation (DOT) including the Office of the Secretary (OST) and to such persons from other agencies as may be assigned to the DOT primary and alternate headquarters in national defense emergencies.
3. EXECUTION.
 - a. The Department of Transportation will continue to provide present level of health care service for civilian personnel at Site A as long as required, as arranged by the Chief, Office of Health Services, U.S. Coast Guard. Arrangements may include assignment of active duty or reserve medical service personnel from U.S. Public Health sources or personnel from the Civil Service. This assignment is continuous from preattack through transattack and postattack phases or until Site A is evacuated. For this purpose, Site A includes the headquarters building of DOT, the Transpoint Building at 2100 2nd Street, S.W., Washington, D.C. and the FAA Headquarters building (FOB-10A).
 - b. Emergency medical, health and sanitation service will be provided at Site B by the Director of the Western Virginia Operations Office (WV00), Federal Emergency Management Agency.
 - c. Medical health and sanitation service will be provided at Site C by the Federal Air Surgeon, FAA, utilizing existing facilities and capabilities.
4. ADMINISTRATION AND LOGISTICS.
 - a. Staffing.
 - (1) Site A. Provided by U.S. Coast Guard and U.S. Public Health Service.

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- (2) Site C. Two physicians and other ancillary personnel as may be required and available from the Office of the Federal Air Surgeon, FAA.

b. Supply.

- (1) Thirty-day levels of medical supply and equipment will be maintained at Site A. This will include supplies and equipment for radiation therapy and essential medication for chronic illness of Executive Team Members of Team A who have advised the Chief, Office of Health Services, U.S. Coast Guard of their requirements.
- (2) Levels at Site B shall be as required by Director, WV00, FEMA Medication for individual members of Team B is maintained at Site B as prescribed by Director of FPA/GSA.
- (3) Levels at Site C shall be maintained at 30 days.

c. Funding.

- (1) Site A. Funding for all medical facilities, supplies and equipment will be arranged by Chief, Office of Health Services, USCG, in coordination with the OST Director of Budget, who will make necessary arrangements with using elements for reimbursement.
- (2) Site C. Funding for all medical facilities, supplies and equipment will be arranged by the Federal Air Surgeon, FAA, in coordination with the OST Director of Budget, who will make necessary arrangements with using elements for reimbursement.

d. Evacuation.

- (1) At Site A from dispensary to local hospitals in the Washington area or, when conditions permit, as determined by the physician-in-charge, to a facility desired by the patient. Uniformed service members to uniformed service facilities in the vicinity.
- (2) At Site B no evacuation under secure conditions; afterward to hospitals in the vicinity.
- (3) At Site C from infirmary to nearest available civilian or uniformed services facility, as appropriate.

5. COMMAND AND COMMUNICATIONS.

a. Command.

- (1) Site A. Chief, Office of Health Services, USCG (or his relief).
DOT HQ.
- (2) Site B. Senior physician present.
- (3) Site C. Senior physician present.

b. Communications.

As provided in DOT 1910.6, Communications Requirements Plan for
National Defense Emergencies (EMERCOM), of 5-24-74.

6. ENCLOSURES.

- a. Supply list Site A and Site C (DOT). (To be published.)
- b. Personnel manning lists of Site A and Site C (DOT). (To be published.)

FACILITIES

1. PURPOSE. This attachment includes data on the facilities available to the Office of the Secretary, including operating elements of the Department of Transportation and the associated Federal operating and support agencies, for management of the national transportation resource under national defense emergency conditions.
2. BACKGROUND. References to the basic Plan (DOT 1910.4A) require planning for necessary facilities for continuity of operations under national defense emergency conditions. Part IV to Order DOT 1910.2C, Department of Transportation Continuity of Operations Plan (DOTCOOP), establishes departmental policy for such facilities. The facilities described herein pertain to the Office of the Secretary as headquarters for the Department and to the National Headquarters of Federal operating and support agencies colocated with the DOT. National and regional facilities utilized by operating and support agencies which are remote geographically from these facilities are described in agency plans and Orders.
3. EMERGENCY OPERATING FACILITIES (EOF). The Department of Transportation maintains EOF at two different locations and utilizes similar facilities, made available to it by the Federal Preparedness Agency, General Services Administration, at a third location.
4. DESCRIPTION. EOF, at each location, are identified as primary EOF (PEOF), first alternate EOF (FAEOF), and second alternate EOF (SAEOF) and further identified as sites and lettered for identification.
 - a. Site A. DOT Headquarters Building. (See Section I, Pamphlet DOT P 1915.6 (9-1-76) "Stand-by Operation Plans for DOT Executive Teams" as amended.)
 - (1) Location. 400 7th Street, S.W., Washington, D.C. 20590.
 - (2) Local Contact. Duty Officer, Department of Transportation, telephone: (202) 426-1830.
 - (3) Transportation. Rail-subway (METRO) L'Enfant Plaza station is within DOT Headquarters Building. All modes of transportation are available to and from Washington, D.C. Local commercial bus and taxi transportation. All modes available to Washington from all points world-wide. Provision exists for private parking in building.

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- (4) Facilities. Standard commercial building
 - (5) Billeting. None required for permanent assignees. Local hotels available for those on TDY.
 - (6) Dependents. Families are quartered in local housing or hotels at expense of the principal.
 - (7) Food. Drug Fair Cafeteria in building. Additional food service is available nearby.
 - (8) Security. As provided by OST Director of Investigations and Security, OST.
 - (9) Communications. All commercial facilities: FTS, ICS, AUTOVON, AUTODIN, and GSA systems available.
 - (10) Medical. DOT Dispensary, Room 6227, DOT Headquarters Building; and Room 3403, Transpoint Building. See Health and Sanitation Plan, pages 1-4, Attachment 7.
 - (11) Electrical Power. Provided by Potomac Electric Power Company. Auxiliary power available in special areas.
 - (12) Finance. Credit Union facilities available in the building; banking office one block away.
 - (13) Organization. See Functional Flow Chart, Team A, Attachment 1.
 - (14) Line of Succession. See paragraph 3, page 1, and Attachment 9.
- b. Site B. This is a protected classified emergency operating facility to provide working and living space for selected cadres from the principal agencies of the Federal Government, including the Department of Transportation. The facility is permanently staffed and maintained in a condition of instant readiness under immediate direction of an official in line of succession to the Director, Federal Emergency Management Agency (FEMA). It will provide the second alternate headquarters for DOT. (See DOT P 1916.6, Section II, as amended.)
- (1) Location. As shown in Manual of Emergency Action Documents (RED BOOK) (SECRET).
 - (2) Local Contact. DOT Departmental Representative, telephone FTS 566-1600 (ext. 5836 or 5447).

- (3) Transportation. (See Alternate Headquarters Administrative Procedures, Attachment 4, page 1ff, and Pamphlet DOT P 1915.6, as amended.
 - (4) Facilities. Protected under "buttoned up" conditions for working and living.
 - (5) Billeting. Provided for those assigned.
 - (6) Dependents. There are no facilities for dependents at this site. Dependents will be quartered in present housing, relocated at the expense of the principal as he shall determine, or quartered in homes, motels or hotels at Site C.
 - (7) Feeding. Twenty-four hour mess operating; food for 30 days on hand.
 - (8) Security. Provided by Director, Western Virginia Operations Office, FEMA.
 - (9) Communications. Full world-wide coverage, all modes, all systems, government and commercial.
 - (10) Medical. U.S. Public Health Service Dispensary on site.
 - (11) Electric Power. Provided from commercial service. Emergency power available from internal sources.
 - (12) Finance. Provided in facility. All persons assigned should have funds for 30 days.
 - (13) Organization. See Functional Flow Chart, Team B.
 - (14) Line of Succession. See paragraph 3, page 1, Attachment 9.
- c. Site C. This classified relocation site consists of a Government building(s) used for other purposes and committed to defense emergency instantly. Detailed information will be supplemented by special instructions provided on an individual basis to assigned personnel. See Section III, DOT P 1915.6, as amended.
- (1) Location. As shown in Manual of Emergency Action Documents (RED BOOK) (SECRET).

- (2) Local Contact. Facility Manager, telephone FTS 928-0631.
 - (3) Transportation. See Pamphlet DOT P 1915.6 (9-1-76) as amended.
 - (4) Facilities.
 - (a) Primary Location. 17,000 square feet of which 75% is fall-out protectable.
 - (b) Secondary Location. 25,000 square feet of which 75% is fallout protectable.
 - (5) Dependents. Unlimited hotel/motel space available in vicinity.
 - (6) Billeting. In nearby community.
 - (7) Feeding. Messing facilities in primary location and local restaurants.
 - (8) Security. See Security, paragraphs 1ff, page 1ff, Attachment 6.
 - (9) Communications. All Government systems available. Commercial facilities available, activated on call.
 - (10) Medical. Dispensary available. See paragraphs 5, 6 and 7, Health and Sanitation Plan, Attachment 7.
 - (11) Electrical Power. Provided locally. Auxiliary power available.
 - (12) Finance Service. Local banking facilities. All persons assigned here should have funds for 30 days.
6. SUPPORT. Space allocation and administrative support to all sites will be provided as follows:
- a. Site A. Director of Administrative Operations, OST.
 - b. Site B. Director, Western Virginia Operations Office (WVOO), FEMA.
 - c. Site C. Director of Administrative Operations, OST.
7. IMPLEMENTATION. This attachment is effective upon publication of necessary administrative plans and procedures. The plan will be implemented for operation and use of the facilities described upon direction of the Secretary.

LINES OF SUCCESSION

1. PURPOSE. This attachment promulgates the emergency lines of succession for Secretarial Officers of the Department. Emergency lines of succession to the Secretary are also published in Attachment 4 to DOT 1910.2C.
2. REFERENCE. Federal Preparedness Circular 14 (FPC-14) (formerly OEP Circular 9110.1A, 1-6-67), which provides, inter alia, that succession for key headquarters and field officials, other than heads of departments and agencies and constituent agencies (bureaus and the equivalent), should be provided to a depth of three at any point where policy and directional functions are carried out.
3. RESPONSIBILITY FOR MAINTENANCE. Lines of succession shall be maintained by all Secretarial Officers of OST to insure continuity of Departmental operations. Succession shall be maintained to a depth of three for each Secretarial Officer. These successors shall be distributed among each Executive Team (see Section I, paragraph 4g of this Order). Further, succession within each Executive Team shall proceed as stated in Pamphlet DOT P 1915.6.
4. CHANGES. Changes to lines of succession within OST shall be submitted to the Administrator, Research and Special Programs Administration (Attention: Director of Emergency Transportation). Such changes will be published as changes to Order DOT 1910.4A.

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THE LINE OF SUCCESSION
TO
THE SECRETARY OF TRANSPORTATION

Deputy Secretary
General Counsel
Assistant Secretary for Policy and International Affairs
Assistant Secretary for Governmental and Public Affairs
Assistant Secretary for Budget and Programs
Assistant Secretary for Administration

THE LINE OF SUCCESSION

TO

DEPUTY SECRETARY

Each of the officials listed below shall, in order named, perform the duties of the Deputy Secretary during the absence or disability of the Deputy Secretary:

General Counsel

Assistant Secretary for Policy and International Affairs

Assistant Secretary for Governmental and Public Affairs

LINES OF SUCCESSION

TO

GENERAL COUNSEL

Each of the officials listed below shall perform the duties of the General Counsel during the absence or disability of the General Counsel.

Deputy General Counsel

Assistant General Counsel for Legislation

Assistant General Counsel for International Law

THE LINE OF SUCCESSION
TO
ASSISTANT SECRETARY FOR POLICY AND
INTERNATIONAL AFFAIRS

Each of the officials listed below shall, in order named, perform the duties of the Assistant Secretary for Policy, Plans and International Affairs during the absence or disability of the Assistant Secretary for Policy, Plans and International Affairs.

Deputy Assistant Secretary for Policy and International Affairs
Deputy Assistant Secretary for Policy and International Affairs
Director of Intermodal Transportation

LINES OF SUCCESSION

TO

ASSISTANT SECRETARY FOR GOVERNMENTAL AND PUBLIC AFFAIRS

Each of the officials listed below shall, in order named, perform the duties of the Assistant Secretary for Governmental Affairs during the absence or disability of the Assistant Secretary for Governmental Affairs.

Deputy Assistant Secretary
Deputy Assistant Secretary for Intergovernmental Affairs
Director of Congressional Affairs

LINES OF SUCCESSION

TO

ASSISTANT SECRETARY FOR BUDGET AND PROGRAMS

Each of the officials listed below shall, in order named, perform the duties of the Assistant Secretary for Budget and Programs during the absence or disability of the Assistant Secretary for Budget and Programs:

Deputy Assistant Secretary for Budget and Programs
Director of Programs and Evaluation
Director of Budget

LINE OF SUCCESSION

TO

ASSISTANT SECRETARY FOR ADMINISTRATION

Each of the officials listed below shall, in order named, perform the duties of the Assistant Secretary for Administration during the absence or disability of the Assistant Secretary for Administration.

Deputy Assistant Secretary for Administration
Deputy Assistant Secretary for Administration
Director of Management Planning